



THE INFLUENCE OF JOB BURNOUT, PERCEIVED ORGANIZATIONAL SUPPORT AND ISLAMIC RELIGIOSITY TOWARDS INNOVATIVE WORK BEHAVIOR AMONG ACADEMICS IN MALAYSIAN RESEARCH UNIVERSITIES, KLANG VALLEY

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ABSTRACT

The days when academics were regarded as a low-stress working environment were over. Because of the reshaping of academics' work, multiple roles have emerged, and the academics must take steps for the changing situations in their academics' practices. When academics do not experience a sense of well-being at work and feel the lack of competencies, this may lead academics to experience a high level of burnout or even leave the teaching professions.

Therefore, this study will be conducted to examine the burnout characteristics of academics in research universities in Malaysia towards their innovative work behavior in teaching, research and service activities. With the high demand of producing specific research outputs put the academics under pressure to cope with their teaching responsibilities and other managerial and administrative responsibilities.

This study will also examine the moderating effects of Islamic religiosity on the relationship between job burnout, perceived organizational support and innovative work behavior among academics in Malaysian Research Universities. Three hundred and sixty-four (364) Muslim academics from four Malaysian Research Universities located in Klang Valley will be sampled. Data will be collected via questionnaires, and the study will be using SPSS and AMOS, an approach of structural equation modeling to examine the survey data.

Thus, the findings will be expected to show that the effect of job burnout and perceived organizational support on innovative work behavior is significant for academics and that Islamic religiosity of academics contributed to alleviating job burnout and enhancing positive, innovative work behavior.

Keywords: *Job Burnout, Perceived Organizational Support, Islamic Religiosity, Innovative Work Behavior*

INTRODUCTION

Academics were facing identity dilemmas when changes in higher education system increased ([Pennaforte, 2016](#)). In response to government-driven policy and funding directives, public higher institutions need to transform by following the rules as being set by the institutions. Educational professionals or academics face subsequent impact upon their identity, roles and responsible. ([Achour, Mohd Nor, & Mohd Yusoff, 2016](#)).

In Malaysian Research Universities, teaching and research activities usually being described as the work-related for academics. Academics always believe that their roles and responsibilities do not end with just through education and research, which involving with invisible duties and activities, such as external examining, an event conducted by communities, peer review and mentoring ([Amzat, 2012](#)). Academics agree that those are the task development that they must face when their University have been chosen as a research-intensive university. These developments indicate that creativity and innovation in institutions are necessary ([Tai & Mai, 2016](#)). The burden of duplicate responsibilities at one time put the academics in pressure ([Said, Rasdi, Samah, Silong & Sulaiman, 2015](#)). This concept of academics tasks and responsibilities have been reflected the different understandings of the community purposes of the university. Activities associated with this concept are widely under- theorized and poorly rewarded in academics life. Without any proactive action by the government, policies, and universities, academics will face with job burnout ([Chen, Haniff, Siau, Loh & Abd, 2014](#)).

Ultimately, this study aims to empirically identify: (1) whether the job burnout affects innovative work behavior among academics? (2) Whether perceived organizational support affects innovative work behavior? (3) Whether Islamic religiosity moderates the relationship between job burnout and innovative work behavior? (4) Whether Islamic religiosity moderates the relationship between perceived organizational support and innovative work behavior?

This chapter aims to introduce the research context of job burnout, perceived organizational support, Islamic religiosity and innovative work behavior in the skeleton of the study. This chapter will discuss the rationale for the study through the statement of the problems and will conclude by indicating the direction of the overall study.

PURPOSE OF THE STUDY

As the higher education sector is emerging in Malaysia, the competition between private and public higher education is becoming increasingly intense. Thus, it is vitally important for each institution to direct its efforts towards employees' involvement in the innovative work behavior. However, in the context of Research universities, innovative work behavior research is limited because it is a small number of populations in Research universities compare to the conventional universities. While issues on Islamic religiosity level in the higher education industry is complex because it involves notions of individual religiousness, all academics in the research universities are not Muslims. Besides, there is also the persistent issue concerning different Islamic scholars that either argued or support the study which focusing on Islamic contribution only rather than the non-Islamic contribution.

Therefore, to understand the moderating influence of Islamic religiosity in analyzing the level of job burnout and perceived organizational support towards innovative work behavior, analysis and comparison with non-Islamic context will not be identified and assessed. This study, therefore, has four primary objectives as below:

1. It aims to identify the significant relationship between job burnout and innovative work behavior among academics in Malaysian research universities located in Klang Valley.
2. It aims to identify the significant relationship between perceived organizational support and innovative work behavior among academics in Malaysian research universities located in Klang Valley.
3. The study aims to examine the moderating role of Islamic religiosity in the relationship between job burnout and innovative work behavior among academics in Malaysian research universities located in Klang Valley.
4. The study aims to examine the moderating role of Islamic religiosity in the relationship between perceived organizational support and innovative work behavior among academics in Malaysian research universities located in Klang Valley.

RESEARCH QUESTIONS

Four research questions will be handled with great interest. Research question 1 must be answered to achieve research objective 1, while research question 2 must be answered to achieve research objective 2 regarding the relationship between independent variables and dependent variable. Same goes for research questions 3 and 4 must be answered to achieve research objectives 3 and 4 regarding the moderating influence of Islamic Religiosity.

Research Question 1: Is there any significant relationship between job burnout and innovative work behavior among academics in Malaysian research universities located in Klang Valley?

Research Question 2: Is there any significant relationship between perceived organizational support and innovative work behavior among academics in Malaysian research universities located in Klang Valley?

Research Question 3: Does Islamic religiosity moderate the relationship between job burnout and innovative work behavior among academics in Malaysian research universities located in Klang Valley?

Research Question 4: Does Islamic religiosity moderate the relationship between perceived organizational support and innovative work behavior among academics in Malaysian research universities located in Klang Valley?

In achieving its research objectives and answering the research questions, this study will employ a quantitative research methodology.

PROBLEM STATEMENT

Innovative work behavior plays a central role in the long-term survival of knowledge-intensive business services in Malaysia. Even though innovation and creativity and their influences on the Malaysian economy and its future growth are significant, research on this area is still inadequate ([Kheng, June & Mahmood, 2013](#)).

Research universities face with changes in academics' development which put publications and output as the top priority activities for academics besides their teaching activities. These changes in organizations demand new behavior of people which involve, innovative and creative ability. This behavior is necessary for an institution to be successful in this ever-

changing environment ([Deb, Strodi, & Sun, 2014](#)).

Organizations are wanting to be innovative need creative people. It is essential to have people who respond and act in fresh and new ways. The creative behavior of an individual is influenced by several factors, both individual and external factors ([Egan, 2005](#)). Creativity is a complex subject which remains difficult to influence for an organization to a certain extent ([Tai & Mai, 2016](#)).

According to researchers who studied creativity about personality, the core of creative behavior lies within the personality of the person ([Egan, 2005](#)). To find innovative people an organization could try to assess a person's personality and see whether the characteristics of the person can be associated with the characteristics assumed to predict innovative behavior ([Stoffers, Heijden, Vander & Notelaers, 2014](#)). Researchers have already tried to define which characteristics innovative people possess ([Delgado, 2011](#)). But there is still no clear profile of the innovative person. This research will focus on the background characteristics of the innovative person including their level of religiosity. The goal is to enable organizations to find innovative people by analyzing their Islamic religiosity level and also the level of job burnout in their academics roles which surrounded by the organizational support. The Islamic religiosity of a person will be analyzed by focusing on which Islamic religiosity characteristics; beliefs and commitment to practices that are related to innovative behavior and organizations will be able to find innovative people more easily.

High innovative work behavior is one of the prerequisites for the sustenance and growth of firms and success in the business world ([Huang, 2016](#)). As Compliance with *Shari'ah* is a religious requirement, this study seeks to identify if different Islamic religiosity levels will have different impacts towards the level of burnout faced by academics towards their innovative work behavior as well ([Dali, 2014](#)).

Innovative work behavior is one of the most important dynamics that enables institutions to achieve a high level of competitiveness both in national and international business environment ([Choi, Kim, Ullah & Kang, 2016](#)). Considering that innovation work behavior is one of the crucial features of most industries today, how to promote and sustain the innovation work behavior should be the key focus area of the managers ([Duanxu, Shuai, Wang & Chen, 2014](#)).

An increase in employee innovative work behavior among Higher education industry is also important for the economic growth of a country, as it will facilitate the nation's production and investment due to an increase in production of innovation product or idea ([Fonager, 2012](#)). Reichheld and Sasser, quoted in [Schramm \(2009\)](#) conducted a study in a retail bank in 1990, which revealed that an increase in innovative work behavior by 5% increased the institutions' profit by 85%.

Besides, an Idea Generation and Idea Promotion appears to be the determinants for the continued interest among academics that leads to organizational success in their innovation performance ([Kripanont, 2007](#)). The implications of high job burnout in academics can be troubling to institutions. Academics especially junior members will quit and switch to another institution if they cannot stand with the pressure and burnout ([Idris, 2009](#)).

According to [Agarwal \(2014\)](#), one-third of innovative work behavior studies were conducted in the industrial context, and the number of samples studied in the private sectors was high compared to the total number of samples (approximately 63%) conducted in public sectors. However, the number of studies on academics' job burnout and Islamic religiosity was very low in comparison to job stress and perceived organizational support.

It is important to highlight that none of the studies mentioned above were conducted in the context of Islamic religiosity especially its possible antecedents of innovative work behavior and its relationship with job burnout and perceived organizational support which warranting a proposed model of this research integrating all variables involved to be developed. Therefore, it will provide a strong rationale for this study to be conducted.

There have been only a few studies, which investigated the factors contributing to innovative work behavior specifically from the aspect of academics' job burnout and most importantly the Islamic religiosity as moderator. Even though the previous studies have contributed in providing basic knowledge on strategy for innovative work behavior, more thorough and in-depth studies are required, especially in innovative work behavior and academics job burnout which must include Islamic religiosity elements ([Stoffers, 2014](#)).

There is no specific framework or guidance for measuring innovative work behavior and Islamic religiosity in the context of academics' job burnout, especially the pressure and stress among academics. Thus, there is a need to develop a comprehensive model of innovative work behavior that will include job burnout elements such as mental exhaustion, depersonalization and reduce personal accomplishment. However, as was mentioned earlier, the mixed findings evident in prior studies regarding the impact of religiosity and perceived organizational support has led to the question of whether a different level of Islamic religiosity has a different impact on academics' innovative work behavior to the institutions.

According to [Scott and Bruce \(1994\)](#), academics roles can be defined as a duty in line with teaching and research; this statement refers to which the academics should perform his role and responsibility to the university as well as to the academics world as a loyal and responsible academics citizen. Nevertheless, such universities attempt to maintain high profiles regarding international rankings; rankings which are based largely on international research publication productivity. The pressure to increase research output and, at the same time, increase student throughput by helping disadvantaged students who would have been excluded from higher education in the past, places high job burnout on academics including their mental exhaustion, depersonalization and reduce academics personal accomplishment ([Maslach, Jackson & Leiter, 1997](#)).

Previous studies in academics' job burnout literature have proven that religiosity is important for innovative work behavior, and are essential determinants in allowing an organization to differentiate itself from other institutions. As academics' job burnout research in the Higher Education industry is important as a significant institutions agenda, it is also beneficial to see whether it has received adequate attention in the Malaysian Higher education industry.

This further implies that in certain countries, such as Malaysia, academics' job burnout, perceived organizational support and Islamic religiosity towards innovative work behavior studies among Muslim context have been under-researched. Furthermore, the models used in developed countries specifically in non-Muslim context, cannot be directly replicated considering the differences in culture, politics and the surrounding environment of the respective countries ([Roslan & Malim, 2014](#)).

This research is likely to be beneficial to Higher educational institutions, to academics' job burnout and Islamic religiosity literature and academics. For instance, Higher educational institutions can use this research to help identify their academics staffs' priorities, their institutions' performance in comparison to academics' priorities and students' performance regarding continuous growth. The ability to measure what the academics wants will enable employing institutions to retain satisfied academics, promote their university products and gain higher levels of satisfactions among students, parents and external people ([Masuku & Muchemwa, 2015](#)).

Therefore, it is vitally important for institutions specifically Research universities, to direct its efforts towards innovative work behavior of the employees. This may create an opportunity for this research to fill in the contextual gap.

LITERATURE REVIEW

A. INNOVATIVE WORK BEHAVIOR

Most of the previous definitions treat innovative work behavior as meeting, fulfilling or exceeding innovative capabilities. In other words, innovative work behavior can be derived from the participation of innovation networks, including employees, technology and other combinations of knowledge that may produce generated an idea which called for idea creation. While the idea will be promoted and realize it through idea realization.

Idea Generation

Idea generation is the next element of innovative work behavior and forms a first step in the exploitation of opportunities. [Agarwal \(2014\)](#) suggests that ultimately, the individual is the source of any new idea. To be able to innovate, besides being aware of a need or an opportunity, the ability to construct new ways to address the need is also crucial ([Alwis & Hartmann, 2008](#)). Idea generation refers to generating concepts for the purpose of improvement. The generation of ideas may relate to new products, services or processes, the entry of new markets, improvements in current work processes, or in general terms, solutions to identified problems ([Biedenbach & Muller, 2012](#)). The key to idea generation appears to be the combination and reorganization of information and existing concepts to solve problems or to improve performance. Good idea generators are individuals who can approach problems or performance gaps from a different angle.

Idea Promotion

Promotion of idea is a relevant aspect of innovative work behaviour once an idea is generated. Most ideas need to be sold. Although ideas may have some legitimacy and appear to fill a performance gap, for most ideas it is uncertain whether their benefits will exceed the cost of developing and implementing them, and resistance to change is to be expected ([Bysted, 2010](#)). Coalition building is often needed to implement an innovation; this involves acquiring power by selling an idea to

potential allies. In many cases, the prospective users of a proposed innovation (colleagues, leaders, customers, etc.) may feel uncertain about its value, and such innovations will often need to be 'sold' to users.

The innovative individual who takes prime responsibility for the introduction of innovations is often not formally appointed, but rather someone who feels a strong personal commitment to a particular idea and can 'sell' it to others ([Scott & Bruce, 1994](#)). A champion has been described as someone in an informal role that pushes a creative idea beyond roadblocks within the organization or as someone who emerges to put efforts into realizing creative ideas and bringing them to life ([Caloghirou, Kastelli, and Tsakanikas, 2004](#)). This can involve the champion's own or other people's ideas.

Promotion includes behaviors related to finding support and building coalitions, such as persuading and influencing other employees or management, and pushing and negotiating ([Huang, 2016](#); [Ibrahim, Zolait & Subramaniam, 2009](#); [Janssen, 2000](#)). Finally, the supported idea needs to be implemented and put into practice. Implementation can mean improving existing products or procedures or developing new ones. Considerable effort and a results-oriented attitude are needed from employees to make ideas happen. Application behavior relates to the efforts individuals must put forth to develop an idea selected for implementation into a practical proposition. The application often implies making innovations a regular part of work processes ([Young, 2012](#)) and includes behaviors like developing new products or work processes, and testing and modifying them.

Idea Realization

The realization of something new begins with a person identifying new opportunities ([Caloghirou et al., 2004](#); [Oksanen & Sta, 2013](#); [Panagiotis Gkorezis, 2016](#)). The start of an innovation process is often determined by chance: the discovery of an opportunity, a problem arising or a puzzle that needs to be solved. The trigger might be a chance to improve conditions or a threat requiring an immediate response. [Scott and Bruce \(1994\)](#) identified seven sources of opportunities, including unexpected successes, failures or outside events; incongruities or gaps between 'what is' and 'what should be.' The process needs in reaction to identified problems or causes of failure; changes in industrial- and market structures; changes in demographics such as birth rates or labor force composition; changes in perception; and, new knowledge. An opportunity is often a serendipitous event and intentionally discovering such events may seem a logical impossibility. However, some people do appear to be consistently 'lucky,' implying that their exploration behavior is different ([Scott & Bruce, 1998](#)). Opportunity exploration includes looking for ways to improve current services or delivery processes or trying to think about work processes, product or services in alternative ways ([Zolait, Ibrahim, Hussein, Zolait & Subramaniam, 2016](#)).

Most studies on and measures of individual-level innovative behavior to date have focused on the generation of new ideas (creativity) rather than the behaviors involved in championing or implementing these creative ideas. [Janssen \(2000\)](#) first tried to develop a truly multidimensional measure, using both self and other ratings of employees' innovative work behavior. The researcher found that formulated items were specifically tapping idea generation, idea promotion, and idea implementation. However, it has been found that the strong correlations between these three behaviors and concluded that his items could best be combined and used as a single additive scale.

B. JOB BURNOUT

Burnout is a term first introduced by [Maslach et al. \(1997\)](#) to mean "to deplete oneself; to exhaust one's physical and mental resources; to wear oneself out by excessively striving to reach some unrealistic expectation imposed by oneself or by the values of the society." They further assert that burnouts "wear out or become exhausted by making excessive demands on energy, strength, or resources ... and they become inoperative for all intents and purposes."

Mental Exhaustion

Emotional exhaustion describes the state of wearing out, loss of energy, depletion, debilitation, and fatigue. This definition suggests that burnout is developed gradually over time as a result of "excessive demands" derived from task structures. [Maslach et al. \(1997\)](#) also describe several clinical symptoms of burnout, including exhaustion, detachment, denial of feeling and psychosomatic complaints. In this sense, burnout is a developmental phenomenon and a process gradually leading to clinical or mental symptoms.

Depersonalization

Depersonalization refers to negative, cynical attitudes and feelings about one's clients. Furthermore, the stress syndrome is not a mental disorder, but it will gradually develop over time to eventually result in mental disability. Other definitions can be found in the most thorough review of the historical and conceptual development of burnout ([Maslach & Schaufeli, 1993](#)). Despite the various definitions of the term, some common characteristics are discernible.

Reduce Personal Accomplishment

Reduced personal accomplishment refers to the negative evaluation of one's work with clients, unhappy feelings about oneself, and dissatisfaction with one's accomplishment on the job. Many studies about burnout of social workers have investigated the three dimensions of burnout. The findings point to the relevance of this conceptualization, which emphasizes the dynamics of interpersonal relationships in the study of burnout in human-oriented professions. As a multidimensional concept, the same definition is adopted in this study, which comprises three dimensions as the basic components of burnout.

C. PERCEIVED ORGANIZATIONAL SUPPORT

Academics also need organizational support to persist in the face of difficulties at work. The support that is perceived by academics as fair and adequate will create a sense of equity in the exchange relationship with their universities. Prior research has shown that perceived lack of organizational support is related to strain among academics.

For example, Shanock & Eisenberger (2006) reported that "lack of equipment and infrastructure support" was revealed as being among the important stressors for university staff at a large Australian university. Good infrastructural support will ease the difficulty of delivering lectures and carrying out research activities. Academics will then perceive the University as being caring and responsible for their well-being.

D. ISLAMIC RELIGIOSITY

Religion has been identified as one of the critical elements in the cultural environment ([Anchour et al., 2016](#)). Since it affects the ways in which people, groups, or organizations in a society develop their perceptions and behaviors ([Abu Raiya et al., 2008](#); [Aldulaimi, 2016](#)); [Bachkirov & Alabri, 2016](#); Dali, 2014 & [Imam, Abbasi & Muneer, 2013](#)). Religion affects individual behavior both directly and indirectly. It directly affects employee's behavior through divine rules and prohibitions. It also indirectly affects employees behaviors "through classification of all phenomena, development of codes of conduct, and the establishment of priorities among these codes" ([Idris, 2009](#)). Foster and Fenwick (2015) outlined three reasons why individuals comply with religious mandate and influences, in the forms of faith, self-efficacy and a fear of negative consequences.

Beliefs

Islam is a set of beliefs that must manifest themselves in a set of rituals. These rituals must have an impact on the character of the individual. The character of the individual manifests itself when we deal with other people. If one engages in excellent Ibadah (worship) but has terrible Ikhlaaq (manners, character), then the Ibadah will not make up for the deficiency in character. However, if one has excellent Ikhlaaq and decent Ibadah, the excellent Ikhlaaq may make up for the deficiency in Ibadah ([Abu Raiya et al., 2008](#)).

Commitment to practices

Being committed is about being able to stand up for what we believe in. It is about the ability to stand up for the principles and the values that we hold. An individual is a person of courage when he/she is challenged and stands up for beliefs, principles, and values ([Bhatti et al. 2016](#)). Courage is needed especially when we must challenge the social status quo. The Arabs did not allow women to inherit; it took social courage for the Prophet (PBUH) to come and address such an issue. People would say our ancestors never did this, but it took courage to speak the truth to the people in power. If we have courage, then we have to see, what is required to bring the changes.

E. UNDERPINNING THEORY

The several major theories in innovation literature are as follows:

1. Schumpeter's creative destruction by Joseph Schumpeter (1942),
2. diffusion of innovation theory by Everett Rogers (1962),
3. incremental and radical innovations theory by Abernathy and Porter, Henderson-Clark model by Henderson and Clark (1990),
4. Open Innovation Model by Henry Chesbrough (2007), and
5. Disruptive Innovation theory by Clayton Christensen (1997). While the Teece Model which explains the roles of technology imitability and complementary assets in appropriating benefits from innovations.

However, as this study will focus on three dimensions of innovative work behavior which include, idea creation, idea promotion and idea realization, the Utterback-Abernathy (1975) model of innovation is more suited to support this study. This model of innovation explains how the whole innovation system goes through three distinct phases: the fluid phase, the transitional phase, and the specific phase. Furthermore, to recognize the ability and behavior of employees in performing the innovation, the concept of absorptive capacity put forth by Cohen and Levinthal in 1990 has had a significant influence on innovation management.

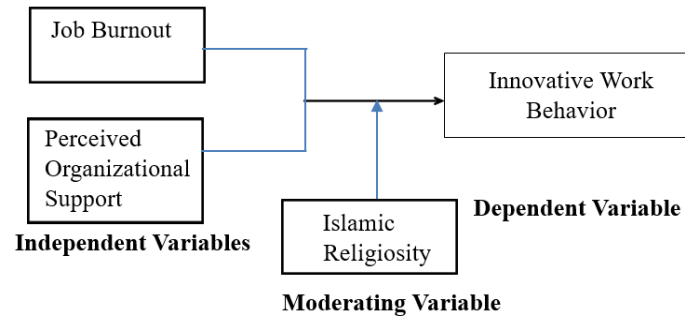


Figure 1 Conceptual framework for this study as consisting of four variables

This framework may illustrate the relationship between the four main hypotheses proposed in this chapter.

Hypothesis 1: There is no significant relationship between job burnout and innovative work behavior

Hypothesis 2: There is no significant relationship between perceived organizational support and innovative work behavior

Hypothesis 3: There is no significant moderate relationship of Islamic religiosity between job burnout and innovative work behavior

Hypothesis 4: There is no significant moderate relationship of Islamic religiosity between perceived organizational support and innovative work behavior

Below is the operationalization of the research framework which includes the constructs identified for this study under each variable.

Working from the left of Figure 2 the conceptual framework will propose that job burnout and perceived organizational support may have a direct effect on the innovative work behavior possess by academics. This proposed relationship is based on the thought that employees who are under prolonged stress which may result in the burnout, should not be able to perform high innovative work behavior either to generate, to promote or realize the creative ideas. The assumption is that when employees face with mental exhaustion, depersonalization and reduce of personal accomplishment, they will become demotivated and may affect their performance to perform any innovation requirement from the institutions.

However, the conceptual framework will also propose that the association of perceived organizational support may increase the employees' innovative work behavior and will eliminate or reduce the level of job burnout. This assumption may in line with others scholars such as Eisenberg et al. (1986) who agreed that organizational support might produce greater application of innovation outcomes when it is being implemented in the organization.

The conceptual framework further proposes that Islamic religiosity can have a moderating effect on job burnout towards innovative work behavior. At the same time, perceived organizational support may also be influenced by Islamic religiosity which, the assumption is that when employees perceived there is low support from their institutions, which high level of Islamic religiosity may still encourage them to possess positive, innovative work behavior rather than the performance just dropped and failed.

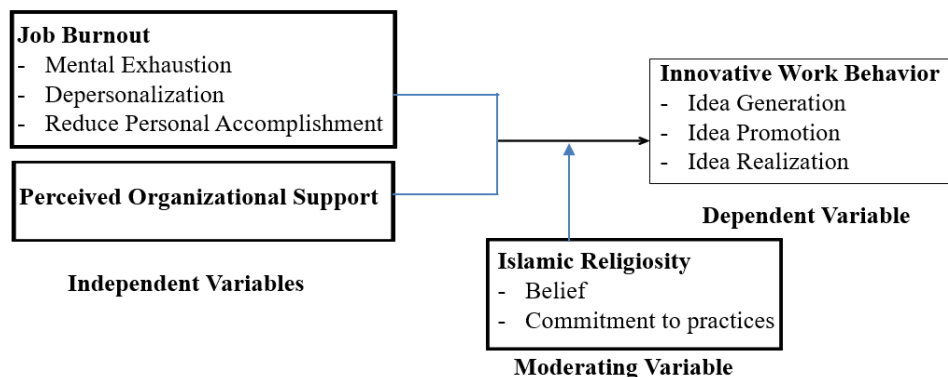


Figure 2: Research Framework Operationalization

RESEARCH METHODOLOGY

A. Population and Sampling

The sampling frame of this study will only focus on the Research universities located in Klang Valley, Malaysia. Universiti Sains Malaysia, Pulau Pinang will be excluded since it was not located in Klang Valley. Hence, the sampling frame for this study will focus on four Malaysian research universities only. There are Universiti Malaya, Universiti Kebangsaan Malaysia, Universiti Putra Malaysia and Universiti Teknologi Malaysia. A list of academics will be selected from the currently available list gives by Ministry of Higher Educational Malaysia as at October 2015. A complete population of research universities located in Klang Valley, Malaysia in the list is 7,382 academics will form the sample for this study. This proposed study will be using simple random sampling and stratified sampling technique. According to Kreckjie and Morgan (1970) table, 364 sample size will be selected from a total population of 7,382 academics. The calculations of stratified random sampling are as given in table 1.

Table 1: Stratified Random Sampling Calculation according to four selected Malaysian research Universities located in Klang Valley.

No.	Position Level	Professor	Associate Professor	Senior Lecturer/ Lecturer	Total	Formula ratio	Sample Size
1.	Universiti Malaya (UM)	304	388	1,255	1947	$1947/7382 \times 364$	96
2.	Universiti Kebangsaan Malaysia (UKM)	347	623	1,033	2003	$2003/7382 \times 364$	99
3.	Universiti Putra Malaysia (UPM)	196	403	1,056	1655	$1655/7382 \times 364$	82
4.	Universiti Teknologi Malaysia (UTM)	211	367	1,199	1777	$1777/7382 \times 364$	87
	JUMLAH	1058	1781	4543	7382		364

Source: Data were gathered from www.mohe.gov.my as of 31 October 2015

B. Data Collection Procedures

The survey questionnaires will be adapted from previous literature. The requirement for the owners to attempt the questionnaires is to get respond from persons who were heading the top management. The questionnaire will be composed of 5 major parts; Section 1- Demographic Variables, Section 2- job burnout, Section 3-perceived organizational support, Section 4- Islamic religiosity, Section 5- innovative work behavior. The respondents will be requested to rate on a scale of 1 (strongly disagree) to 5 (strongly agree) on each of the statements (Likert scale).

C. Limitations

The study will be limited its scope only to Research Universities, Malaysia located in Klang Valley. Another further limitation is the study only focuses on Academics who currently hold an academics post from lecturer to professor. The justification is according to the study done by [Masuku and Muchemwa \(2015\)](#), among other things found out that academics

barely experienced stress related disorders. The most predominant stress related disorders faced by the academics of the university were pains of any kind, sleeping problems, and feeling overwhelmed. It was also found out that respondents found interpersonal relationships, research work, teaching and professional development as stressful.

D. Implications of The Study

Several implications from this study can be considered by academics (i.e. either private institutions or public institutions). These implications can be used by the institutions to enhance their awareness on the moderating impact of Islamic religiosity towards their job burnout, perceived organizational support and innovative work behavior.

The findings of this study will also make several implications for the higher educational sector. The higher educational sectors should therefore be focusing on the academics' dilemmas in the role of research, teaching and service activities set by the government also their employing institutions.

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